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# TRAINING AND RESEARCH: UNITED NATIONS INSTITUTE FOR TRAINING AND RESEARCH

## Note by the Secretary-General

The Secretary-General has the honour to transmit to the General Assembly the "Summary of ongoing activities and brief identification of potential developments of the United Nations Institute for Training and Research", which was prepared upon the request of the Board of Trustees of the Institute.

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Annex

## Summary of Ongoing Activities and Brief Identification of Potential Developments of the United Nations Institute for Training and Research

1. The United Nations Institute for Training and Research (UNITAR) has now completed its restructuring process and is entering a phase of consolidation. Programmes are developing and gaining credibility, and the financial situation, though still fragile, is more stable. In view of this progress, the Board of Trustees of UNITAR requested the Acting Executive Director to submit a brief summary of the present status of programmes. The report was reviewed by the Board of Trustees during its session in September 1995, and is presented for the consideration of Member States prior to the debates at the fiftieth session of the General Assembly.

2. UNITAR provides training for skills-building, policy-setting, information-gathering, and awareness-raising, and for elaborating strategy. The multiplicity of its work, owing to a large extent to its institutional mandate and to the imperatives of financial realities, lead the Institute to undertake more than just training, in the traditional sense of the word, implying a need for reconsideration of the scope of its activities. Some institutional matters too, need particular attention, such as the question of the extent and modalities of the Institute's autonomy, which constitutes the foundation of its intellectual freedom and operational efficiency.

3. The present paper is divided into three general segments: the first provides an overview of current or planned programmes; the second deals with cooperation with United Nations funds and programmes; and the third highlights briefly the current personnel and administrative situation.

### I. CURRENT TRAINING ACTIVITIES AND FUTURE DIRECTION FOR PROGRAMMES

#### A. Introduction

4. Training programmes in the two areas of multilateral diplomacy and related disciplines on the one hand, and economic and social development on the other, have been continuously expanding and evolving throughout the restructuring process. As the number and range of activities have increased, so has the need to better register and document methodology and end-results. There is a pressing need to have the capacity to design and develop appropriate training materials, and to excel in the conduct of problem-clarification exercises with key players.

5. Currently UNITAR works in an atmosphere of dynamism, often creating different formats for its programmes. One successful example is that of the fellowship programmes, long-term (10 year perspective or more), regular, and geographically fixed events, providing a reliable platform for Member States and for the United Nations, and allowing for the continuous fine-tuning and

improvement of the curricula. The more regular training programmes are mid-term (3-5 year perspectives), intensive and geographically mobile, lighter in infrastructure, region-specific, proactive in approach, aiming to sensitize or train key target groups, prepare other trainers, and design innovative training material and guidelines.

International affairs management training

## B. Multilateral diplomacy training

6. The multilateral diplomacy programme is a major programme of the Institute. Activities are conducted in Geneva, New York and Vienna, and managed with minimal operating costs. The activities are considered highly useful, mainly by the diplomatic missions, but piecemeal resources make the establishment of a comprehensive programme difficult. Steps are being taken to strengthen the capacity of the programme through training documents and packages so as to better capitalize on the past work and existing expertise, to have translations into different languages, and to improve the design and delivery of the programmes. The range of the activities could also be expanded to training in the management of the public sector, for example.

7. In the same field, the programme of correspondence instruction in peace-keeping operations and the production of a video training package on peace-keeping constitute the first steps in using different media for the dissemination of training, and should, over the next year, be analysed in terms of impact and cost-effectiveness. These new training packages could be used more often within other UNITAR programmes.

## C. Fellowship programmes

8. As regards fellowships, the following are the areas in which these are currently being conducted or prepared.

Fellowship in international law

9. The needs in this domain are ongoing and vast, particularly for numerous developing countries and economies in transition. The programme fits the bridging nature of UNITAR, requiring a grasp of both policy and academic developments. It is a standard UNITAR fellowship, and a favourite programme with developing countries, now gradually opening to developed and industrialized nations as well. Its main shortcoming is the level of funding to provide more fellowships; it receives over 150 nominations each year, while funds are available for only 15-18 trainees.

10. A priority for the programme would be to seek funds for the development of a training package, based on material and methods applied within the sessions, which could make a considerable contribution to the wider dissemination of international law. The fellowship programme could also be complemented by regional refresher courses. In addition to a global approach in the general programme, these courses would focus on international legal issues and problems of specific regions.

Fellowship in preventive diplomacy and peacemaking

11. The field is expanding and the needs, both within the United Nations and among Member States, are immense. The programme has a very high profile, owing to the combination of its substantive quality, excellent location and logistical arrangements, and innovative approach. It caters to high-level United Nations staff and government and non-governmental organization (NGO) representatives, has become a reference in its field, and beyond the skills-building mandate, is also a forum for discussions. It has exemplary merit within UNITAR, in terms of focus and conduct, and should be looked at carefully as a model for future programmes.

12. The areas in which the needs seem to be pressing, and where the Institute is currently negotiating for funds are as follows.

Fellowship in multilateral diplomacy and international affairs

13. The fellowship is intended to offer a practice-oriented curriculum aiming at upgrading the skills of diplomats and negotiators. It should give participants access to a comprehensive subject knowledge of international political relations, intergovernmental institutions, international law enforcement, multilateral diplomacy, foreign policy and practical diplomatic skills.

Fellowship in international environmental law

14. A fellowship programme was organized, in 1994 and 1995, jointly with the United Nations Environment Programme (UNEP)/Environmental Law and Institutions Programme Activities Centre (ELI/PAC), following the model of the United Nations/UNITAR international law programme. UNITAR tries to find the resources to provide greater specific input within the existing framework, such as the correspondence instructions in the field of environmental law, as is being currently discussed with the Executive Director of UNEP and her colleagues in Nairobi and Geneva. The training needs in this field are pressing, and proposals for similar fellowships in French-speaking countries and/or for Eastern European countries are being pursued.

Training programmes in economic and social development

D. External debt and financial management

15. The programme, initiated in 1987, is successful owing to the expanding field and its evolving nature. It has widened its range substantively to include training in issues related to the economics of financial management, debt and financial negotiations, and international trade. Geographically, the programme has intense activities in sub-Saharan Africa, South Asia, the Central Asian republics and the Middle East. Finally, the introduction and development of distance learning training packages in debt and financial management and negotiation are under way. In the coming years, the programme will focus on the following areas:

(a) The legal aspects of external debt, economic and financial management:

Aims to develop awareness of the importance of the legal aspects of international debt and financial management, and the role of lawyers in the borrowing process. It would impart specific knowledge of such topics as national loan and guarantee approval procedures; conditions precedent to loan agreements; dispute resolution; arbitration; export credit practice; syndication; debt rescheduling through the Paris and London Clubs; sovereign borrowing and the principles of budgetary law; debt conversions and buy-backs; debt negotiations; and the role of lawyers in debt negotiations.

(b) Legal aspects of international debt, economic and financial relations:

Aims to provide the knowledge, skills and technical support required for effective integration into the global economy, allowing participants to better negotiate the economic, technical and legal details of trade and management contracts.

(c) Legal aspects of international debt, economic and financial negotiation (theory and practice):

Aims to convey to participants the importance of careful and well-planned preparation and team work in the negotiation process. The objectives of the seminars are to focus on the legal elements in the overall process of international loan negotiations and to deal, in particular, with those clauses in a loan agreement which are most relevant to the borrower and in which improvements can be sought in favour of the borrower.

## E. Disaster relief management

16. Since its inception in 1991, the programme has conducted workshops for decision makers in seven different Sahelian countries. It targets a rather broad spectrum of actors, from planners and decision makers to grass-roots operations officials. It has been flexible in its implementation, and had different results: in some cases, all the steps of the training cycle have been completed, while in other countries the programme has hardly started. In certain countries, the impact has been concrete: legislative action (generally presidential decrees) had been taken for disaster preparedness and mitigation, and in one particular case, the Government stated that in 1994, for the first time, no foreign assistance was needed in dealing with a flood.

17. Several United Nations bodies are now considering similar programmes in the same regions. Subsequently, UNITAR will have to propose to maintain the lead in the training area under the umbrella of a larger institutional framework, such as the International Decade for Natural Disaster Reduction, for example.

## F. Environmental and natural resource management

18. Environment and development - Agenda 21, sustainable development, implementation of international conventions and agreements, environment/trade-related issues, environmental security, urban management, human settlements and population sustainability, all remain issues of great concern and are bound to continue well into the twenty-first century. Undoubtedly, one of the most pertinent niches for UNITAR remains the servicing, under the overall work of lead agencies, of the various chapters of Agenda 21 and the various related conventions and agreements through training. On the basis of its mandate, the significant expertise it has already gained in a number of related fields, its multidisciplinary approach, and the universal nature of the issue, UNITAR should continue its involvement in the area.

### Training in the use and application of environmental information systems (EIS), including spatial database management, modelling techniques and telecommunications

19. This can be considered a successful example of the evolutionary nature of UNITAR programmes. A pioneer programme in 1986, it was initially a lengthy (six months), in-depth, highly technical training programme, geared mainly to scientists working with geographic information systems (GIS), and with an emphasis on building individual capabilities. Today, following chapter 40 of Agenda 21, the programme focuses on building institutional capacities to meet the needs of specific environmental objectives, and its main strength can be exemplified as (a) convener (agenda-setter) of the main international forum on GIS and environmental information systems (EIS) technologies in Africa (AFRICAGIS), (b) provider of innovative, low-cost, application-oriented and stand-alone training material (GIS workbook series), (c) expert in the development and design of programmes integrating the technologies available in this field to a range of diverse applications, set within international or national policy frameworks such as the United Nations Framework Convention on Climate Change, or the pollutant release and transfer registers (PRTRs). At present, UNITAR is seeking core funds to be able to maintain and provide this expertise in the context of several different environmental projects.

### Training in the implementation at the national level of Agenda 21, international environmental conventions and agreements

20. In the area of chemicals management, chapter 19 of Agenda 21 finds training responses in a series of UNITAR programmes or initiatives, which have undergone a significant evolution over the past five years. Starting as a small programme implemented jointly with UNEP to assist countries to implement the prior informed consent (PIC) procedure for chemicals in international trade, these programmes now increasingly address a wider spectrum of chemicals management topics, relevant to sound industrial development at both national and regional levels.

21. Two additional programmes have recently been initiated which are closely linked to the international and national process to implement chapter 19 and which promise to attract significant support and funding from Member States. The first aims to facilitate the establishment of pollutant release and transfer

registers in developing and industrializing countries, which promotes pollution prevention through establishing national systems to register pollutant releases and transfers. Working closely with the Organisation for Economic Cooperation and Development (OECD) and several international organizations, UNITAR initiated a series of pilot studies in the Czech Republic, Egypt and Mexico to assess the feasibility of introducing the registers as an innovative environmental management tool.

22. The second programme aims to assist countries in preparing national profiles to assess the national infrastructure for the sound management of chemicals, so as to document and identify strengths and weaknesses of their national chemical management schemes, as the basis for implementing national action programmes. The UNITAR programme is organized under the umbrella of the Inter-organization Programme for the Sound Management of Chemicals, a collaborative programme of the United Nations Environment Programme, the International Labour Organization (ILO), the Food and Agriculture Organization of the United Nations (FAO), the World Health Organization (WHO), the United Nations Industrial Development Organization (UNIDO) and OECD, and it is linked to the work of the Intergovernmental Forum on Chemical Safety. Pilot studies have been initiated in the Czech Republic, Guinea, Mexico and Zambia.

23. Finally a memorandum of understanding has been signed with the secretariat of the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Other Wastes and their Disposal to develop and implement, resources permitting, a training programme in the area of hazardous waste management, starting in 1995.

24. As regards the United Nations Framework Convention on Climate Change, UNITAR is working on a joint programme, with the United Nations Development Programme (UNDP) in close connection with the secretariat of the Convention. The joint programme, CC:TRAIN, has opened opportunities and challenges for the Institute. The programme is ending its pilot phase in three countries, and is poised to start its second phase in 15 other countries. Its objectives are: training of the key stakeholders in understanding the requirements and setting up the processes for the implementation of the Convention at the national level, and provision of substantive training material covering the Convention and providing the framework for wide-reaching in-country training by a country team set up and trained through the programme.

25. The importance of the international conventions on the environment is quite considerable and UNITAR will attempt to increase its services to these conventions through training programmes. The reasons for the involvement of UNITAR are multiple: first, international environment conventions are of great complexity owing to their scientific, economic, political and social components, and hence require the type of multidisciplinary approach that UNITAR has adopted; second, the secretariats set up to service these conventions are often small and do not have a capacity-building mandate; finally, UNITAR is a neutral actor in the often difficult processes pertaining to the negotiation and implementation of such conventions.

Research and other activities related to training

## G. Research

26. UNITAR continues to be engaged in a number of research-related activities that enhance the effectiveness and capacity of its training programmes. These activities include the hosting of high-level conferences, the application for and competition in various research grants, and the publication of papers and books.

27. Involvement in practical research is essential if UNITAR is to remain on the cutting edge of meeting the United Nations training needs. The Institute's experience has demonstrated that high-level and effective training requires a substantive knowledge of the subject-matter and awareness of key issues by the organizers. Through the conduct of carefully selected conferences, the dissemination of UNITAR conference proceedings, the presentation of papers in international forums, as well as the publication of relevant research, UNITAR can greatly enhance its ability to disseminate information of relevance to the United Nations system more widely. These activities are essential to obtain funds for the Institute, to raise its profile, and to enhance the relevance of its programmes for the international community at large.

28. The following are some examples of research activities with direct relevance to UNITAR training programmes.

(a) A research grant awarded by the Ford Foundation for a project designed to study the full range of the peace and security system of the United Nations, and to consider how the United Nations might improve its practices in preventing and resolving disputes. Results from the research are already being incorporated in the fellowship programme in preventive diplomacy and peacemaking;

(b) MEDALUS: a research project funded by the European Union has been under way to provide an innovative methodological framework for assessing development policy in the context of sustainable development. Based on this research, a training programme has been developed to strengthen national and regional capacity for strategic development policy analysis, focusing on tools and techniques that incorporate the local cultural and social context for evaluating the socio-economic driving forces of structural change. Simple risk analysis techniques give the training a practical and intuitive basis to address the complex task of development policy formulation and evaluation. This training programme has recently been implemented in the context of the integrated coastal areas management programmes of the Regional Seas Programme of UNEP.

29. As UNITAR training and research activities increase, the scientific and technical staff of the Institute are frequently being invited to present papers in academic symposia or intergovernmental conferences, which in turn can improve the image of UNITAR.

## H. Contribution to coordinated follow-up to international conferences

30. In the recent past, UNITAR has been drafting proposals and seeking funds in this domain so as (a) to develop a set of programmes that help countries respond to the recommendations of different summits, both as a follow-up and prospectively, mainly on population and migration, the International Conference on Population and Development (Cairo Summit of 1994) and cities and human settlements, the United Nations Conference on Human Settlements (Habitat II) (Istanbul Summit of 1996) and (b) to enhance the methods of providing assistance to countries in implementing various chapters of Agenda 21 through sectoral national profiles, as well as through the design of a comprehensive framework for reporting to the Commission on Sustainable Development. This specific point was raised in the discussion on UNITAR during the forty-ninth session of the General Assembly.

## I. Conferences

31. Despite limited human and financial resources, when possible and necessary UNITAR uses this format for its undertakings. In all cases conferences feed directly into training activities. The following are some examples.

### 1. Institute of Policy Studies/UNITAR Conference on Peace-keeping

32. Organized by the Institute of Policy Studies (IPS) of Singapore and UNITAR, the annual conference has a debriefing and lesson-learning format, and brings together individuals directly involved in peace-keeping operations, researchers and academics, government officials and appropriate United Nations divisions. The output is in the form of "recommendations" from the conference (the results of the first conference in 1994, on the United Nations Transitional Authority in Cambodia (UNTAC) is being published in book form) was also submitted to the Secretary-General and the Department of Peace-keeping Operations of the United Nations. Information from the conference is incorporated in the UNITAR programme of correspondence instruction on peace-keeping.

### 2. AFRICAGIS

33. Organized biannually by the UNITAR EIS programme and its partners (the Observatory of Sahara and Sahel), the conference is the major GIS event in Africa, providing a comprehensive range of panels on various key topics and allowing for the large-scale dissemination of information on programmes and research conducted by institutions and scientists in Africa and elsewhere. The results of the conference are of direct relevance to the EIS training programmes of UNITAR.

### 3. UNITAR Conference on Heavy Crude and Tar Sands

34. Organized triannually by the UNITAR Centre on Heavy Crude and Tar Sands, the conference is an important event in its field, bringing together over 400 key experts and resulting in the publication of a substantial document (conference proceedings) at each session.

### 4. International Court of Justice/UNITAR colloquium

35. The colloquium will be held in April 1996, on the occasion of the fiftieth anniversary of the International Court of Justice (ICJ). It will focus on the past, present and future work of the Court, and on how the Court might be most effective in assisting Member States with the peaceful resolution of their disputes. Information from the colloquium will be incorporated in the fellowship programme in international law.

## J. Publications

### 1. Books

36. The following are examples of books and publications produced by the Institute:

Shabtai Rosenne, The International Court of Justice (reprint);

The United Nations System at Geneva: Scope and Practices of Multilateral Diplomacy (being revised for reprint) and The International Man: An Endangered Species (published in 1995), are relevant to all training activities in the area of international affairs. Currently in print are two other documents stemming directly from the UNITAR training and research activities: United Nations Transitional Authority in Cambodia: Debriefing and Lessons and The United Nations as a Dispute Settlement System: Improving Mechanisms for the Prevention and Resolution of Conflict.

### 2. Training material

37. A cornerstone of UNITAR activities is the design and publication of training material, which should both support and disseminate the outcome of the programmes, and be the basis for future development.

Information systems

38. The educational and training series entitled Explorations in Geographic Information Systems (GIS) Technology consists of a set of workbooks designed for self-exploration of analytical techniques and major application areas in information systems technology for environmental managers. Over 3,500 copies have been distributed since 1991. They are sold to institutions of industrialized countries and generally donated free of charge to managers/scientists in developing countries.

Internet Guide to Africa: A directory of electronic mail and the Internet being compiled to help overcome the difficulties encountered by users wishing to communicate or share data with members of the African scientific and technical community.

Information Systems Awareness Brochure: A brochure meant to increase the awareness of these techniques of individuals and organizations playing key roles in development projects related to the environment, regional planning, and the management of natural resources, and the technical advantages of integrated environmental information systems for the creation of decision-making tools.

GIS Software Guide: Together with the Observatory of the Sahara and the Sahel (OSS) and the United Nations Sudano-Sahelian Office (UNSO) of UNDP, UNITAR has produced a GIS software guide designed to assist those launching GIS projects. The guide will help users select the most appropriate software based on their needs (scale, applications, etc.), aims, hardware, and staffing resources.

39. It is essential to note that the long-term commitment of UNITAR to this work has established contacts and credibility for the Institute to such an extent that significant donations of software, and generous provisions for the supply of expertise in information systems training and research (from public and private sectors) have been forthcoming.

Chemicals and waste management

40. Guidance documents are the mainstay of country-based programmes which involve all concerned parties within and outside government to strengthen the strategic aspects of national chemicals management schemes. Examples of published documents include the following:

Guidelines for the Implementation of the UNITAR PRTR Pilot Studies

Preparing a National Profile to Assess the National Infrastructure for Management of Chemicals - A Guidance Document

41. Self-standing Training Modules - crucial for regional and national seminars. They provide in-depth guidance and analysis of specialized aspects of chemicals management, for example, on risk management. One such example is entitled "Strengthening capabilities in countries to make prior informed consent import decisions".

42. Supportive documentation - provides important background information on specific aspects of chemicals. The documents are meant to be used both during training events and on the job as general information sources. Examples of documents published to date include:

Resource Guide on Training and Technical Assistance Activities of International Organizations Related to the Environmentally Sound Management of Chemicals

Country Information Sheets on the Sound Management of Chemicals in Developing Countries

Guide to Scientific Legal and Technical Literature for Chemical Management and Safety

Guide to Databases for Chemical Management and Safety

United Nations Framework Convention on Climate Change

43. The CC:TRAIN Workshop Package contains six modules on the global dimensions of climate change and the Convention. It includes modules on the science and impacts of global climate change, the financial support under the Convention, the methodologies used in climate change analysis, and CC:TRAIN. The package also includes a 20-minute video on the science and impacts of climate change as well as a guide on using the package and in organizing workshops.

44. The package can be used independently by the project staff, country team members and others within a country to communicate generic information on the issue of climate change and the Convention.

Debt, economic and financial management

45. Training Package - Debt and Financial Management (The Legal Aspects): UNITAR has developed a user-friendly distance learning training package on debt and financial management. The objective is to have a training package which can be introduced into universities and training institutions in developing countries as part of the curriculum.

46. Case Study Workshop Package - Negotiation Theory and Practice: Another stand-alone workshop package entitled "Case study workshop package: negotiation and drafting of loan agreements" has recently been developed by UNITAR. The package materials include: an introduction; sample workshop agenda(s); extensive teacher's training notes/tutor support; simulation/role playing exercises and interactive parts; teaching aides/visual materials/charts/ transparencies; supporting documentation and materials for reading by students/instructors and for reference; hand-outs for students; bibliography of references.

47. Document series: As a step towards the dissemination of information, UNITAR started a document series pertaining to important and relevant issues on debt and financial management. To date, the following documents have been published: Debt restructuring (February 1992); Recommendations of Participants (March 1992); Good Debt Management Pays (January 1993); Negotiations in Debt and Financial Management (December 1994).

## II. INTER-AGENCY COOPERATION

48. The Board of Trustees of UNITAR, as well as the Second Committee of the General Assembly, have continuously emphasized the necessity to develop and strengthen inter-agency cooperation. This issue has been dealt with following two different approaches.

### A. Meetings of directors of United Nations institutes for training, research and planning

49. UNITAR is resuming a past tradition of holding an annual meeting of directors of institutes of the United Nations system. This two-day event aims more specifically at the exchange of views and experiences of certain selected themes, such as training in the fields of economic and social development. Participants in the 1995 meeting identified a number of ways to enhance the relevance and influence of training and research activities in addressing the major challenges of international relations, as well as the obstacles that still needed to be overcome in this context.

50. In a concrete and pragmatic spirit, the directors discussed possible ways for the institutes represented to make a real contribution in terms of research and training on major international conferences, and special emphasis was put on the preparation for the United Nations Conference on Human Settlements (Habitat II), the "City Summit".

### B. Servicing United Nations programmes and funds

51. Recent experience in servicing United Nations bodies in the field of training and research directly related to training seems quite positive, whether in the capacity of an executing or an implementing agency, or in that of a fully fledged partner in multilateral/bilateral development cooperation programmes. The underlying "philosophy" of such an approach is simple. As a training institute of the United Nations, UNITAR does not request any special privileges but rather seeks to be considered for programmes in the fields where it has proven expertise and a solid track record. The recruitment of UNITAR could be advantageous in financial terms and could also help build or increase internal expertise within the United Nations Organization.

52. More systematic and comprehensive attempts at cooperation have been made towards the various United Nations programmes and funds - the Department for Development Support and Management Services, the Department of Humanitarian Affairs, UNDP, UNEP, the United Nations Population Fund (UNFPA) and the United Nations Office for Project Services - for instance. The current financial climate is, of course, not very favourable since these organizations themselves are facing financial restrictions. Operations are nevertheless ongoing and UNITAR could certainly bring its contribution to certain activities of the above bodies. Some encouraging steps have already been taken.

53. Finally, UNITAR has been following up on the decisions and resolutions of some major international conferences with training projects and research on

training. The United Nations Conference on Human Settlements (Habitat II), the "City Summit" seems to offer a good opportunity. Indeed, human settlements, in particular in a megalopolis, form the microcosm and setting for most human issues dealt with (or to be dealt with) by recent or upcoming intergovernmental conferences: on the environment, population, social development, women's issues, etc. The coordination of such meetings is obviously not an easy task. Each conference seems to produce its own plan of action, and harmonizing different sectoral priorities can be difficult. UNITAR would certainly have some comparative advantages in dealing with the matter, following a coordinated approach, as was strongly requested at the last session of the Economic and Social Council.

## III. PERSONNEL AND ADMINISTRATIVE MATTERS

54. Over the last two years, UNITAR has overcome a period of great uncertainty in terms of its financial and institutional stability. Now the Institute has the possibility to enhance its intellectual relevance, further strengthen the credibility of its training activities, and ensure that these, as well as the financial means of accomplishing them, reach a certain critical mass.

55. During the present consolidation phase, the principle of UNITAR autonomy deserves to be reaffirmed, since it is this particular status that lends the Institute, under United Nations rules and regulations, the necessary administrative and operational flexibility and efficiency for the conduct of its activities.

56. The level of job security for the Professional staff varies from programme to programme, but rarely exceeds a year. The situation is quite similar for the General Service staff. The most difficult case relates to research interns or consultants, some of whom have worked with the Institute for long periods, and who have few benefits. While a highly fluctuating environment was initially beneficial to the instigation of a number of programmes, as the size and visibility of programmes and UNITAR itself increase, it can have a negative impact on their overall quality and coherence.

57. A sound future for the Institute is directly linked to the quality and number of the staff whose salary costs are covered by the General Fund. UNITAR can function as one of the main and most suitable providers of non-partisan training programmes, addressing well-identified and focused needs, only if a minimum core staff is covered by voluntary, non-earmarked contributions to the General Fund. As long as this funding cannot be solicited from the United Nations regular budget, a coherent and efficient funding strategy must be designed to ensure a minimum of predictability and sustainability. Such a secure financial basis for the Institute would also consolidate existing programmes and undoubtedly accelerate their development, thus enabling UNITAR to respond more promptly to requests for training, only one fourth of which are currently followed upon. In areas where UNITAR enjoys a strong comparative advantage, a reinforced General Fund would have a multiplying effect, since the programme officers or managers could dedicate all their time to increasing the scope and range of their programmes, improving methodologies and materials, and raising funds for concrete operational activities.

58. Finally, in order to enhance and extend the quality and number of training services provided to Member States, and following various General Assembly resolutions, the Board of Trustees of UNITAR has decided that the Institute will open, without any further delay, a liaison office in New York.

## IV. CONCLUSIONS

59. The mandate of UNITAR is to enhance the efficiency of the United Nations, or to respond to specific needs expressed by Member States, through training and research in the areas of peace and security, and social and economic development. Some programmes can respond to both needs, others can cater mainly for the one or the other. While the former requires more emphasis and effort from UNITAR in the follow-up of ongoing discussions, debates and processes within the United Nations system per se, the latter demands that the Institute have more flexibility and resources to adapt to the needs of specific countries and regions in addressing particular problems. Both types of programmes, however, require that the Institute be able to undertake training and outreach activities in a sustained manner.

60. The present report was prepared upon the request of the Board of Trustees of UNITAR for two main reasons. First, it was deemed necessary to take broad stock of the situation and the results obtained during the restructuring phase. While incurring no financial deficits, there has indeed been an apparent and steady increase in the quantity and quality of training programmes offered. This result is in line with the decision of the Board of Trustees, namely the maintenance of a balance between management and programme-related considerations. On the basis of the new situation, the Board of Trustees will now be able to contemplate the next steps, starting with a period of consolidation, namely on how UNITAR can adhere to the spirit of its original mandate, and participate in the ongoing reflections on multilateral development cooperation. The second aim of this short report is to better inform Member States, as well as the organs and agencies of the United Nations system, of the results obtained during the restructuring phase. It should satisfy most of the requests submitted during the debates in the General Assembly over the last few years, namely that a special role be maintained for UNITAR in the field of training and that, at the same time, the Institute be made more cost-efficient.

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